

Message Text

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PAGE 01 SANTIA 10280 01 OF 02 281515Z
ACTION IO-14

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TO SECSTATE WASHDC 7607

LIMITED OFFICIAL USE SECTION 1 OF 2 SANTIAGO 10280

DISTRIBUTION IO ONLY. FOR NORRIS AND FALKNER (IO) FROM FRANK

E.O. 11652: N/A
TAGS: EAID, ECON, UNDP
SUBJECT: REPORT TO CONGRESS: THE QUESTION OF BETTER COORDINATION
OF UN TECHNICAL ASSISTANCE ACTIVITIES BY THE UNDP

REF: STATE 303979

1. THANKS FOR SENDING ME THE LATEST DRAFT IN REFTEL ON COORDINATION
OF UN TECHNICAL ASSISTANCE ACTIVITIES. I HAVE A FEW COMMENTS:

2. AT THE END OF SECTION IV YOU MIGHT ADD SOME DISCUSSION OF
THE DESIRABILITY OF MOVING TOWARD LONG TERM COMMITMENTS OF
VOLUNTARY FUNDS, MENTIONING THE GILLIGAN SPEECH. I THINK WE HAVE
A COMMITMENT TO MOVE IN THAT DIRECTION IF UNDP IMPROVES ALONG
THE LINES SUGGESTED IN THE GILLIGAN SPEECH. THE MAIN ADVANTAGE
I SEE IN THIS, OTHER THAN ENABLING THE TECHNICAL ASSISTANCE
EFFORTS OF THE UN TO BE PLANNED ON A LONG TERM BASIS, IS THAT
IT WOULD GIVE US SOME CONTROL OVER ASSESSED BUDGET FINANCING OF
TECHNICAL ASSISTANCE. THE IDEA WOULD BE TO MAKE A LONG-TERM
COMMITMENT FOR ALL UN TECHNICAL ASSISTANCE FUNDING -- NOT ONLY
UNDP. IF ASSESSED BUDGET FINANCING OF TECHNICAL ASSISTANCE GREW,
WE WOULD REDUCE OUR COMMITMENT BY THE AMOUNT OF THAT GROWTH.

3. SECTION V NEEDS MORE WORK. I HAVE NO PROBLEM WITH SKIPPING
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PAGE 02 SANTIA 10280 01 OF 02 281515Z

OVER THE PROBLEM OF INTERNAIO US COORDINATION OF POLICIES,
SINCE THIS IS DISCUSSED AT SOME LENGTH IN THE NEXT SECTION OF
THE REPORT, BUT THE TREATMENT OF THE ECONOMIC AND SOCIAL COUNCIL
AND ITS COMMITTEE ON PROGRAM COORDINATION IS INADEQUATE. THEY
ARE SUPPOSED TO BE THE MAJOR PIECES OF INTERGOVERNMENTAL MACHINERY
FOR COORDINATION OF UN PROGRAMS IN THE ECONOMIC AND SOCIAL
FIELDS. IF THERE ARE PROBLEMS IN COORDINATION OF TECHNICAL

ASSISTANCE IT SEEMS TO ME THAT ECOSOC AND ITS CPC SHOULD DEAL WITH THEM. I AM HANDICAPPED BECAUSE DO NOT KNOW THE DETAILS OF WHAT THE CPC DOES, IS SUPPOSED TO DO, OR HAS DONE SO FAR. THIS IS WHY I SUGGESTED THAT JOHN FOX WRITE UP A SECTION ON ECOSOC AND THE CPC, THEIR ROLE IN COORDINATION OF TECHNICAL ASSISTANCE PROGRAMS, AND U.S. POLICY TOWARDS ITS CURRENT AND POSSIBLE FUTURE ROLE. CONTRAR TO YOUR ASSERTION IN SECTION V OF THE DRAFT, ECOSOC OR THE CPC ARE BARELY MENTIONED IN THE FOUR PREVIOUS SECTIONS. THUS WE NEED A RATHER WELL ELABORATED SECTION V TO DEAL WITH THESE INTERGOVERNMENTAL BODIES OR ANY OTHERS SUCH AS THE SECOND AND FIFTH COMMITTEES OF THE UNGA, WHICH CAN PLAY A USEFUL ROLE IN COORDINATION OF TECHNICAL ASSISTANCE ACTIVITIES.

4. THE CONCLUSION YOU SUGGEST IN REFTTEL MIGHT BETTER BE CALLED A SUMMARY OF U.S. POLICY. IT MIGHT INCLUDE THE FOLLOWING POINTS:

- PROVISION OF A MAJOR SHARE OF U.S. SUPPORT FOR UN TECHNICAL ASSISTANCE THROUGH UNDP.
- SUPPORT FOR A STRENGTHENED ROLE FOR THE UNPD RESIDENT REPRESENTATIVE AND A BROADENING OF HIS LIAISON ACTIVITIES WITH ALL ASSISTANCE AGENCIES OPERATING IN THE RECIPIENT COUNTRY.
- SUPPORT FOR A STRENGTHENED UNDP ROLE IN SETTING STANDARDS FOR PROJECT APPRAISAL, EXECUTION, MONITORING AND EVALUATION.
- SUPPORT FOR REDUCED DIRECT INVOLVEMENT BY UNDP HEADQUARTERS IN APPRAISAL, EXECUTION, AND MONITORING OF INDIVIDUAL PROJECTS. THIS SHOULD BE DONE LARGELY BY RESIDENT REPRESENTATIVES AND THE SPECIALIZED LIMITED OFFICIAL USE

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PAGE 03 SANTIA 10280 01 OF 02 281515Z

AGENCIES THEMSELVES ACCORDING TO STANDARDS SET BY UNDP HEADQUARTERS. DIRECT INVOLVEMENT BY UNDP HEADQUARTERS SHOULD BE DONE ON A SMALL SAMPLE BASIS TO PROVIDE SOME DEGREE OF QUALITY CONTROL.

- SUPPORT FOR A STRENGTHENED UNDP ROLE IN EVALUATION OF PROJECTS.
- SELECTIVE VOLUNTARY FUNDING OF TECHNICAL ASSISTANCE PROGRAMS RUN DIRECTLY BY THE SPECIALIZED AGENCIES, WITHOUT UNDP INTERMEDIATION. THIS KIND OF FUNDING WOULD BE USED FOR SPECIALIZED AND TARGETED PROGRAMS OF TECHNICAL ASSISTANCE THAT CAN BE RUN MOST EFFICIENTLY BY THE SPECIALIZED AGENCIES THEMSELVES.
- SELECTIVE SUPPORT FOR FUNDING OF TECHNICAL ASSISTANCE PROGRAMS THROUGH ASSESSED BUDGETS. ASSESSED BUDGET SUPPORT WOULD APPLY TO PROGRAMS ALREADY IN EXISTENCE AND OPERATING WELL (E.B. WHO), TO PROGRAMS THAT HAVE IDENTIFIABLE FAR-REACHING BENEFITS BEYOND THOSE ACCRUING TO THE RECIPIENT COUNTRY, TO PROJECTS THAT ARE VERY SMALL OR OF AN EMERGENCY NATURE, OR TO PROVIDE BRIDGING FINANCE FOR PROJECTS OVER A SHORT PERIOD TO KEEP THEM GOING UNTIL NEW SOURCES OF LONGER-TERM, VOLUNTARY FINANCE CAN BE ACQUIRED.
- WORK TOWARD A SYSTEM OF LONG-TERM DONOR PLEDGES OF FUNDS FOR ALL UN TECHNICAL ASSISTANCE ACTIVITIES WITH INCREASES IN TECHNICAL ASSISTANCE FINANCED BY REGULAR BUDGETS COUNTING AGAINST THESE LONG-TERM PLEDGES.

-- USE THE COMMITTEE ON PROGRAM COORDINATION OF THE ECOSOC TO ENCOURAGE THE UN SECRETARIAT AND THE UNDP TO DEVELOP BETTER AND STANDARDIZED PROGRAM, BUDGETING, PLANNING, ACCOUNTING, PERSONNEL, AND ADMINISTRATIVE PROCEDURES TO ENABLE BETTER COMPARISON AND ANALYSIS OF SYSTEM-WIDE TECHNICAL ASSISTANCE ACTIVITIES.

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PAGE 01 SANTIA 10280 02 OF 02 281438Z
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-- USE THE CPC OF ECOSOC TO ENCOURAGE THE UN SECRETARIAT AND THE UNDP TO PROVIDE MORE AND BETTER DATA ON TECHNICAL ASSISTANCE ACTIVITIES ON A SYSTEM-WIDE BASIS SO THAT GOVERNMENTS CAN BETTER FORMULATE A COHERENT SYSTEM-WIDE POLICY TOWARD TECHNICAL ASSISTANCE.

5. I AM A BIT CONCERNED ABOUT THE TONE AND THRUST OF THE CONCLUSIONS YOU SUGGEST IN REFTEL. THERE IS A STRONG PRESUMPTION IN THE DRAFT AGAINST DIRECT FINANCING THROUGH THE SPECIALIZED AGENCIES AS OPPOSED TO UNDP. I DON'T BELIEVE THAT WE SHOULD START WITH SUCH PRECONCEIVED GENERALITIES. I THINK IT WOULD BE BETTER TO SPECIFY THE KINDS OF THINGS WE WOULD LIKE UNDP TO DO AND THE KINDS OF PROGRAMS WE THINK MIGHT BE BETTER RUN DIRECTLY BY THE SPECIALIZED AGENCIES USING EITHER ASSESSED FUNDS OR VOLUNTARY FUNDS AS APPROPRIATE.

6. WE CANNOT MAKE A GENERAL COMMITMENT TO CONSTRAIN FINANCING OF TECHNICAL ASSISTANCE PROGRAMS FROM ASSESSED BUDGETS. IT IS NOT OUR COMMITMENT TO MAKE DECISIONS ON ASSESSED BUDGETS ARE MADE BY THE GOVERNING BOARDS OF THE AGENCIES. ALL THAT WE CAN DO IS TO WORK WITH OTHER GOVERNMENTS TO TRY TO CONVINCE THEM OF THE WISDOM OF A CONSERVATIVE TECHNICAL ASSISTANCE THROUGH ASSESSED BUDGETS.

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PAGE 02 SANTIA 10280 02 OF 02 281438Z

7. I DON'T LIKE THE IDEA OF A GENERAL POLICY OF OPPOSING
PROLIFERATION OF FUNDS. THERE ARE IMPORTANT ADVANTAGES IN BEING
ABLE TO EARMARK FUNDS FOR SPECIFIC USES. IF THERE ARE MANY SMALL
FUNDS, AND WE DON'T GIVE ANY MONEY TO THEM, I WONDER WHY IT CAUSES
US A PROBLEMS.

8. THE REPORT ALSO NEEDS SOME TIGHTENING UP AND EDITING, BUT
THIS CAN WAIT UNTIL WE GET IT INTO SHAPE SUBSTANTIVELY.
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